1967

Research Project Management

May 17-19, 1967 / New York City

American Management Association

AMERICAN MANAGEMENT ASSOCIATION, INC.
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☐ Please register the above executives for AMA's Orientation Seminar #7221-01, RESEARCH PROJECT MANAGEMENT, to be held May 17-19, 1967, at AMA Headquarters in New York City.

☐ PLEASE SEND MEMBERSHIP INFORMATION

☐ CHECK ENCLOSED

To Register — fill out and return the card. Or, wire or phone the Registrar at the address given. Registrations must be made in advance, and may be made up to the time of the meeting, subject to confirmation. Applicants should not come to the meeting without advance confirmation. Confirmed registrations cancelled later than two weeks before the meeting are subject to a $25 service charge. Registrants whose applications have been confirmed and who fail to attend a meeting are liable for the entire fee unless they contact the Registrar **prior to the meeting** to cancel their reservations.

Hotel Accommodations — AMA does not arrange hotel accommodations. However, the Americana Hotel (7th Ave at 52nd St.) will hold a limited number of rooms for registrants up to two weeks before your meeting starts. These rooms will be at either the Americana Hotel itself, or at the City Squire Inn (affiliated with the Americana) — both within one block of the American Management Association Building. To take advantage of this service, act promptly to be sure of accommodations. Please contact the Americana Hotel directly for reservations, mentioning AMA to assure preferred treatment.

Registration Fees — The full fee is payable in advance and includes the cost of all luncheons and meeting materials.

	AMA Members	Non-members*
Three-day meeting	$150	$175

***Nonmembers:** Difference between member and nonmember registration fee can be applied to AMA membership. Check box on card for full information.

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CHURCH STATION

As a research project manager, you have one of industry's most demanding jobs.

How are you meeting the challenge?

With enthusiasm? With confidence? With skepticism? With disorganization?

The fact of the matter is that in today's highly competitive markets, your company's future may depend on the successful research, development and testing of an important new product. And to meet particular goals . . . within a set budget . . . by a certain date — you can't afford to turn in anything less than an outstanding performance.

And with the unique technical — and, often, technological — problems and the wide variety of decisions you face on every project, the complexity of your job becomes enormous. For example, you have to know what kind of controls to set up on each project . . . how much of the budget should be spent on each phase . . . how to select men who will do the job most effectively . . . how to promote the understanding and full cooperation of your subordinates . . . and how to ensure the smooth transfer of the completed project.

But that isn't all. For, not only do the problems vary from project to project — solutions to the *same* problem are different on almost every project. But project managers who are successfully bringing research projects to completion in other companies are following basic operational guidelines you should know about. And you can benefit from their experience at a new, comprehensive AMA Orientation Seminar called, RESEARCH PROJECT MANAGEMENT, to be held *for the first time* on May 17-19, 1967, at AMA Headquarters in New York City.

In a series of instructional presentations, experienced research managers will explore the unique challenges facing the R&D project manager. They will examine such key responsibilities as project selection and assignment . . . planning, organizing and staffing the project . . . scheduling and controlling work . . . counseling and establishing work relationships . . . and reporting progress and major problems. The meeting will also cover the completion of the project and the follow-up liaison with engineering and marketing departments. Ample time will be set aside for registrants to ask specific questions and discuss particular problems and interests.

Check the outline on the opposite page for complete details of this meeting and look over the list of speakers. Then decide which executives from your company should attend. Register today by filling in and returning the convenient clip-out card. Or, for immediate confirmation of your reservations, simply wire or phone AMA's Seminar Registrar in New York City.

RESEARCH PROJECT MANAGEMENT

Orientation Seminar #7221-01
May 17-19, 1967
AMA Headquarters, New York City

Leaders and Speakers Include:

DR. M. W. FARRAR
Manager, Research & Development
Organic Chemicals Division
Monsanto Co.

JACK G. LOWENSTEIN
Manager, Process Development
Research & Development Department
FMC Corp.

DR. G. E. MONTES
Technical Director, Special Research & Development
Northern Natural Gas Co.

S. J. SANSONETTI
Director — Research Technology & Applied Science
Research & Development Division
Reynolds Metals Co.

BERNARD J. RYLE
Director of Research
AMP Inc.

CHARLES H. PLUMMER
Director of Nonwoven Research
Chicopee Manufacturing Co.

SEMINAR OUTLINE

I. EVALUATING AND SELECTING PROJECTS
- A. Relating the Project to Company Goals, to R&D Objectives and Commitments
- B. Identifying Priorities for Money, Manpower, Facilities, etc.
- C. Preparing the Preliminary Work Statement
- D. Estimating Potential Returns
- E. The Project Manager's Role

II. INITIATING THE PROJECT
- A. Planning and Scheduling
  1. Personnel and facilities
  2. Make-or-buy decisions, materials, etc.
  3. Controls
     - a. quantitative and qualitative determinants
     - b. information needed; collection and analysis of data
     - c. handling changes in scope
     - d. handling patentable ideas
- B. Organizing and Staffing
  1. Pinpointing qualifications needed to get the job done
  2. Matching requirements and competencies
  3. Task force vs. fixed group

III. THE IMPORTANCE OF COMMUNICATIONS
- A. Between the Project Manager and His Subordinates
  1. To inform, direct, control
  2. To motivate, stimulate, *understand*
- B. Between the Project Manager and His Boss
  1. To keep him informed of progress, and of potential problems
  2. To promote his enthusiasm, support, and *understanding*
- C. Lateral Communications with Other Project Groups
- D. Liaison with Non-Technical Activities
- E. Overcoming Barriers to Effective Communications

IV. MANAGING THE PROJECT
- A. The Project Manager's Responsibilities
  1. Work scheduling and cost scheduling
  2. Assignment of tasks
  3. Collection and analysis of information, data, and reports requirements
  4. Establishment of review points, milestones — use of PERT, etc.
     - a. identifying operating problem areas
     - b. decision-making factors
  5. Controlling and evaluating progress
  6. Reporting accomplishments/completion; recommending change of scope/termination
- B. Major Problem Areas
  1. Conflict of priorities with other projects — funds, facilities, support
  2. Need to revise/extend schedules — time, money, etc.
  3. Need to revise scope
  4. Project team productivity — counseling, work relationships, etc.
- C. The Role of the Project Manager's Superior (Group Leader, Section Head, etc.)
  1. Delegation of authority
  2. Responsibility to keep himself informed
  3. Involvement in Project Manager's problems — response, support, assistance, direction
  4. Evaluation of progress
  5. Reporting to higher management

V. TRANSFERRING THE COMPLETED PROJECT
- A. Information Needed — By Whom, in What Form?
  1. Completeness, conciseness, objectivity
  2. Using visual aids—graphics, models, etc.
- B. Designating the Project Manager to Make the Report — Advantages/Disadvantages
- C. Follow-Up Liaison with Engineering, Marketing, etc.